

CWIP

**Ocho Rios Organizational
Capacity Baseline
Internal Report**



Coastal Water Quality Improvement Project

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Ocho Rios Organizational Capacity Baseline Internal Report

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Government of Jamaica's
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And the

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Implemented by:

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TABLE OF CONTENTS

Preface	5
Acronyms	6
(A) Purpose of Conducting the Organizational Ranking System	7
(B) St. Ann Chamber of Commerce – ORS Assessment and Recommendations	8
1. Management Capacity	8
2. Financial Management	9
3. Human Resources Development	9
4. External Relations	10
5. Governance	10
(C) Friend of the Sea – ORS Tool	12
1. Management Capacity	12
2. Financial Management	13
3. Human Resources Development	14
4. External Relations	15
5. Governance	15
(D) St. Ann Environmental Protection Association – ORS Assessment and Recommendations	18
1. Management Capacity	18
2. Financial Management	19
3. Human Resources Development	19
4. External Relations	20
5. Governance	20
Reference	22
Appendix A Contact List	23
Appendix B Organizational Ranking System, Internal Ranking Record	24
Appendix C ORS Tool for St. Ann Chamber of Commerce (SACOC)	25
Appendix D ORS Tool for Friends of the Sea (FOTS)	35
Appendix E ORS Tool for St. Ann Environment Protection Association (STAEPA)	45
Appendix F STAEPA Financial Assessment and Recommendations	54

PREFACE

The Coastal Water Quality Improvement Project (CWIP) is a six-year bilateral initiative between the Government of Jamaica's Natural Resources Conservation Authority (NRCA) and the United States Agency for International Development (USAID). Five distinct, but interrelated, activities associated with coastal water quality improvement are being carried out to form a synergy of interventions contributing to the achievement of the USAID Strategic Objective 2 (SO2) - Improved Quality of Key Natural Resources in Selected Areas that are both Environmentally and Economically Significant. Associates in Rural Development, Inc. (ARD) with assistance from Camp, Dresser & McKee, Inc. (CDM) and the Construction Resource and Development Centre (CRDC) is implementing CWIP.

CWIP developed the Organizational Ranking System (ORS) in July 1999 to achieve two objectives. The first objective is to develop a monitoring and evaluation tool to be used by CWIP's strategic partners to measure their own institutional capacity. The second objective of the ORS is to collect information on the improvement of organizations over time that will contribute towards reporting on CWIP's Performance Monitoring Plan (PMP), which indicates progress toward achieving USAID/Jamaica's Strategic Objective 2 (SO2). This report is a follow-up to the document entitled A Community in Transition Report of Field Assessment Exercise, July 30, 1999. The information in this report establishes the base line status of three organizations' institutional capacity in Ocho Rios. The three organizations ranked are considered to be potential strategic partners CWIP can work with in grant management at the local level to implement community-based environmental initiatives. The baseline information collected will be used to strengthen local capacity in order to build sustainable organizations for on-going environmental programs.

ACRONYMS

AGM	Annual General Meeting
ARD	Associates in Rural Development
CBO	Community Based Organization
CDM	Camp, Dresser & McKee, Inc.
CLO	Community Liaison Officer
CRDC	Construction Resource and Development Centere
CR	Contract Result
CWIP	Coastal Water Quality Improvement Project
ED	Executive Director
EFJ	Environmental Foundation of Jamaica
FOTS	Friends of the Sea
HRD	Human Resources Development
IRRS	Internal Ranking Record System
JCDT	Jamaica Conservation and Development Trust
JET	Jamaica Environment Trust
JHTA	Jamaica Hotel and Tourism Association
JTB	Jamaica Tourist Board
NCRPS	Negril Coral Reef Preservation Society
NGO	Non-Governmental Organization
NRCA	Natural Resources Conservation Authority
ORS	Organizational Ranking System
ORST	Organizational Ranking System Tool
OSO	Organizational Strengthening Officer
PMP	Performance Monitoring Plan
PRC	Public Relations Committee
PSO	Private Sector Organization
R4	Results Review and Resource Request
SO	Strategic Objective
SACOC St. Ann	Chamber of Commerce
STAEPa	St. Ann Environment Protection Association
TNC	The Nature Conservancy
TPDCo	Tourism Product Development Company
USAID	United States Agency for International Development

(A) PURPOSE AND METHODOLOGIES USED IN CONDUCTING ORS

The three organizations assessed and ranked in this document were identified as potential strategic partners for CWIP to facilitate environmental programs in Ocho Rios. The three organizations are St. Ann Chamber of Commerce (SACOC), St. Ann Environment Protection Association (STAEPA), and the Friends of the Sea (FOTS). They were assessed first by the Community Liaison Officer (CLO) as a part of a large assessment of Ocho Rios and surrounding communities.¹ The organizational ranking is conducted by the Organizational Strengthening Officer (OSO) to assess institutional capacities of potential partners prior to CWIP program development.

The methodologies used during this assessment and ranking were to utilize the Organizational Ranking System (ORS)² developed by CWIP to quantitatively determine the organizational status in five categories. The ORS is a modified version of TNC's Organizational Ranking Tool³ and the Organizational Capacity Assessment Tool developed by PACT.⁴ CWIP modified the categories and incorporated those that are most relevant to Jamaican organizations operating at the community level. The five categories ranked are:

- Management Capacity – looks at the organizations management systems and the efficiency and effectiveness of the organization to implement the systems;
- Financial Management – since this area holds vital importance in the sustainability of an organization, looks to measure the effectiveness of the financial management system for continued operations;
- Human Resources Development – can contribute positively towards meeting an organizations overall goals and objectives. The staff members, volunteers, board members and other stakeholders all make up the human resources. Plans to implement HRD programs to motivate and provide opportunities for personal and professional growth are important to the overall growth of an organization;
- External Relations – looks at factors that may influence the organizations developmental progress. Collaboration with various organizations is very important in making linkages in order to integrate and network with Government, NGOs, CBOs, PSOs, and donor agencies; and
- Governance – looks at the organizational structure. How does the organization operate? Board of Directors' roles and how they guide and provide oversight support to the organization is important to the success of the organization.

Interviews were conducted with the managers of the organizations as well as some of the Board members. Some of the staff members were also interviewed, especially those involved in financial matters and project implementation. A detailed observation of the organizations' financial records and office procedures are incorporated in this assessment.

This document contains the narrative ORS results, the ranking tool format, and the three organizations' ranking scores. A detailed financial assessment and recommendations was done only with St. Ann Environment Protection Association (STAEPA) to further assist in developing improvement plans. The Friends of the Sea was not ready for a detailed assessment of their financial management system and the St. Ann Chamber of Commerce already had financial management system that meets the USAID accounting and internal control standards.

¹ Ocho Rios A Community in Transition, Report of Field Assessment Exercises, July 30, 1999

² Organizational Ranking System, July 30, 1999

³ Resources for Success, TNC, 1993 Page II-1 – II-9

⁴ Assessing Organizational Capacity Through Participatory Monitoring and Evaluation, Handbook, PACT, 1996

(B) ST. ANN CHAMBER OF COMMERCE (SACOC)

Slogan: "Committed to Progress"

Objective: To promote and protect the trade, business, commerce, agriculture, industries and/or manufactures and public welfare of and in the area"

Organizational Ranking Category

1. Management Capacity – under this category, SACOC scored forty-six (46) out of seventy-five (75) possible.

- **Management Practices** – Although there is no strategic plan the Chamber meets for yearly planning soon after the Annual General Meeting (AGM) where the new board of directors is elected. This gives each new director a chance to participate in the planning of activities for the coming year. Activities planned during the yearly planning session is followed through and evaluated for improvement. The Administration and Finance Committee (AFC) of the SACOC meets regularly with the Executive Director to ensure smooth operations at the secretariat. The Chambers capacity to raise funds is very good with strong support from the business community. According to the former ED, the Chamber in the past held fund raising events where they have made over half million dollars. The long term financial sustainability plan is not in place but the budget is prepared yearly and followed very closely by the AFC.
- **Administrative System** – the Executive Director plays a pivotal role in the administrative functions of the secretariat. The ED reports directly to the President and the AFC as well as to the Board of Directors. There is no formal organizational operating procedure in place but the ED heads the secretariat with four staff members. They are the Accounting Clerk, Administrative Assistant, Executive Secretary, and an office attendant.
- **Reporting Mechanisms** – Although there is no written policy in place, the ED ensures that all reports to the board are prepared and distributed before the meetings. The Accounting Clerk prepares the monthly financial reports and the ED approves them before forwarding to the board members. The chain of command described by the former ED refers to the Board of Directors and AFC at the top with ED right below with links to other staff members.⁵
- **Operations** – The AGM is held between May and July each year with external audited statements presented. Audited statements are up to date. The board meets every 3rd Wednesday of the month and the Executive Secretary takes the minutes. The AFC meets more frequently than other committees. Various committees meet at different times with the committee heads reporting to the board. Staff meetings are not regular but the ED tries to call meetings on Monday mornings to keep all staff members updated. Information management is in place with various filing cabinets in the office but there is no formal system to manage the records.

Recommendations: A formal administrative system and policy should be developed. The Chamber has existing structures that works as long as the people who are doing them now continues to do them. A document outlining reporting procedures, meeting procedures and frequency, information management plan, and office administrative plan should be developed and utilized. The current ED has quite a bit of experience in this field and she should put this system in place as soon as possible to guide the rest of the staff members and promote organizational efficiency.

⁵ Refer to the chart on page 2 of the ORS Tool for the St. Ann Chamber of Commerce

Information management with a proper record keeping system is essential. Everything should be labeled and filed as specified in the information management plan. This way, information is easily accessible when needed.

2. Financial Management – under this category, the SACOC scored twenty (20) out of thirty (30) possible.

- Accounting and Financial Control – Audited statements are up to date with copies of the past three years available for view. The audits are done yearly and the reports presented at the AGM. The ED and the board prepare the annual budget and follow it very closely. Although there is no formal accounting procedures and policy in place, the Accounting Clerk and the ED follow recommendations from the auditors and the AFC very closely. The accounting work is done manually by the Accounting Clerk and checked by the ED before monthly financial reports are compiled and forwarded to the AFC. All accounting books are in order and kept by the Accounting Clerk.

Recommendations: A formal accounting and policy procedure manual should be developed. The recommendations made by the auditor and the AFC should be incorporated into the procedure manual. This way, the Chamber has a manual to guide not only the Accounting Clerk but also others that may have the responsibility to account for Chamber funds.

The Chamber should seek assistance from the OSO to view sample accounting procedure manuals and look for ways to develop a formal accounting manual based on existing structures.

Although the Chamber office is secure, the accounting records should be locked away. Access to these records should only be given to authorized persons.

3. Human Resources Development – under this category, the CACOC scored twelve (12) out of twenty-five (25) possible.

- Personnel Policy – Although there is no documented human resources development plan, the former ED explained the procedures. Each staff member has personnel files with job descriptions and contracts. Although the ED's terms of reference and contract were not on file. The staff evaluations are done annually by the ED and reported to the AFC. It is not clear as to how the SACOC deals with incentives and salary increases. The former ED explained that the SACOC encourages and offers training opportunities for the staff. The delegation of duties and responsibilities to the staff members are done verbally.

Recommendations: It is recommended that the SACOC formalize their human resources development system. Most of the personnel issues are dealt with verbally and the policies and procedures governing the personnel operations are not documented. Personnel Procedures and Policy Manual which outlines terms of references, job descriptions, salaries, benefits, incentives, performance evaluation plan, training needs and opportunities, and communication procedures can be developed. It is also very important to keep all transactions regarding personnel documents on file.

The current ED has experience in developing personnel policy manuals. She should seek assistance from the OSO to review sample personnel procedures and develop a manual for SACOC.

4. External Relations – under this category, the SACOC scored fifteen (15) out of thirty (30) possible.

- External Programs and Linkages – SACOC is well know throughout the commercial and tourism sectors. The Chamber has a Public Relations Committee (PRC) that is responsible for promoting and enhancing the Chambers image and the activities undertaken. The SACOC also has strong linkages to the Jamaica Chamber of Commerce and international Chamber of Commerce. Although no direct funding from donors were received, the chamber has some experience with

donors through projects undertaken by TPDCo and the Resort Board. The Chamber in the past has had a good working relationship with the Friends of the Sea (FOTS). The chairman of FOTS has recently been selected as the chairman of SACOC's Environment Committee (EC). Often the Chamber relied on FOTS to deal with environmental matters arising in and around Ocho Rios. The Chamber supported FOTS during their drive to advocate the government to declare the Ocho Rios Marine Park. SACOC hopes to strengthen the linkages developed over the years with FOTS through this new environmental committee. There is an obvious lack of linkages to the communities surrounding the Ocho Rios area. This is mainly due to the focus the Chamber has on targeting the commercial and tourism sectors.

Recommendations: SACOC should assess their involvement with the FOTS. The Chamber has increased its role in direct involvement with environmental issues, which in the past relied on FOTS to carry out. With this new role, the SACOC should collaborate closely with FOTS to ensure there is coordinated efforts in carrying out environmental initiatives. The Environment Committee could play a leading role in linking with the FOTS. St. Ann Environment Protection Association (STAEPA) is another NGO linkage the Chamber should explore, especially in the area of environmental education. By collaborating with the two environmental NGOs, the Chamber could begin to explore how to link with the community-based organizations in the area.

5. Governance – under this category, the SACOC scored thirty (30) out of forty-five (45) possible.

- **Board** – The SACOC has a strong and clearly defined board structure. The board members are nominated and elected at the AGM democratically. The committees are well established and each board member is responsible for heading at least one committee. The Administrative and Finance Committee (AFC) is by far the strongest. The Executive Director takes guidance from this committee for managing the secretariat. During the July assessment, the new president just came on board but the ED felt that the new president is committed and supportive. She also felt that the rest of the board members are very committed and are well represented at board meetings. The board meets regularly and yearly board retreat is held for planning purposes.
- **Legal Status** – SACOC registered as Ocho Rios Chamber of Commerce, November 8, 1955 and incorporated under the name St. Ann Chamber of Commerce, September 26, 1984. The organization has documented memorandum and articles of association, revised September 26, 1984.
- **Staff Structure** – SACOC manages the local chapter of the Jamaica Hotel and Tourism Association (JHTA) secretariat. The ED heads the organization with an Executive Assistant, Executive Secretary, Accounting Clerk, and an Office Attendant. The Executive Secretary does most of the JHTA workload and the Executive Assistant carries out the SACOC duties. The Accounting Clerk takes on both organizations accounting work load. The ED's roles and responsibilities for the Chamber and JHTA are not clearly defined. Most of the volunteers involved in direct Chamber activities are usually the board members. However, when the organization needs assistance and asks the general membership, there is strong support.

Recommendations: The ED's roles and responsibilities in regards to managing the SACOC and the JHTA should be defined clearly. This will assist the current ED to develop a clear direction for her staff. This issue can be addressed in the policy manual under the ED's terms of reference.

Baseline Score:

Total ranking, conducted between July 28, 1999 through November 30, 1999 for the St. Ann Chamber of Commerce is one-hundred and twenty two (122) out of two-hundred and ten (210) possible.

(C) FRIENDS OF THE SEA (FOTS)

Mission: To Save Jamaica's Marine Life

Goals: Establish a Marine Park for Ocho Rios
Educate and Increase Environmental Awareness
Protect and Prevent Destruction of Marine Life

Organizational Ranking Category

1. Management Capacity – under this category, the Friends of the Sea scored twenty-five (25) out of seventy-five (75) possible.

- **Management Practices** – There is one paid staff member whose official title is the Executive Director. She represents FOTS in the wider community and conducts businesses on behalf of the organization. She also takes on secretarial and accounting responsibilities as the organization has no other paid staff. The organization does not have a strategic plan nor meet for planning purposes on a regular basis. They only meet for planning purposes on a need basis, specifically when undertaking activities. The organization's capacity to raise funds through seeking donation is good but improvement is needed in planning and implementing fund raising activities. They have made plans to undertake fund raising activities in the past but not consistently. Although there is a democratic decision making process in place it is often not followed. This is due to infrequent meetings of the board in the past and communication difficulties between the Executive Director and the Board of Directors. (No office, phone, fax) The Chairman of the Board relies on the Executive Director to supply him with information and pass on to the other Board members. Decisions are usually made between the Chairman of the Board and the Executive Director and reported to the Board afterwards.
- **Administrative System** – There is no formal Administrative System and Policy in place. The Executive Director developed and carried on the operation of the organization based on her own experience and judgement. The operational system developed by the ED is workable as long as she is the one doing them. There is no documentation of the organization ever trying to put a formal admin system in place, except for some accounting standards.
- **Reporting Mechanism** – The hierarchical structure outlined by the ED and as described by the Chairman is included in page three of the ORS Tool.⁶ The ED prepares and presents the monthly reports to the Board at their monthly meetings. Not all the reports are on file due to ED reporting to the board verbally and not in writing. The ED also prepares financial reports monthly. There is some documentation of the financial reports but is not consistent. The ED enters financial reports into the computer but hard copies are not available for viewing and at the time of this assessment, the computer was down with no electronic back-ups.
- **Operations** – The last Annual General Meeting (AGM) was held in July of 1999. The one before was held in May of 1997. No financial reports or auditors statements were available for view by the general membership at either AGMs. The board meeting records indicate that there were no board meetings held between September 1997 until April 1999. The ED indicated that she had some personal problems and could not carry out FOTS duties. Furthermore, there is no documentation indicating that FOTS tried to have regular Board meeting during this time. There is no formal information management system in place. It is all done by the ED and the files are not in any particular order but placed in a four-drawer filing cabinet.

⁶ Refer to the chart on page 2 of the ORS Tool for the Friends of the Sea

Recommendations: A formal administrative and policy system needs to be developed. This can be done by identifying existing structures and analyze its usefulness and develop a new workable system and document them. This document will outline reporting procedures, meeting procedures and frequency, information management plan, and office management plan. FOTS should seek assistance from the Board to find someone with business management skills to assist in developing such a system. CWIP's OSO can also provide some assistance.

Prepare for the AGM by ensuring that the ED and the Chairman of the Board prepare written annual reports and the Treasurer should work with the auditors to produce the audited statements for view by the membership. If the audited statement is not ready by the AGM, the Treasurer could prepare an annual report. All reports generated must be entered into the main filing system. Once the new Board of Directors is nominated and elected, they should establish the Executive body. This body should meet regularly for planning purposes and to assist in administrative matters.

2. Financial Management – under this category, the Friends of the Sea scored ten (10) out of thirty (30) possible.

- Accounting and Financial Control – The last audited statement was for the year 1996 – 1997. (1997 – 1998 and 1998 – 1999 audits are pending) There is no annual operating budget. Budgets are only prepared based on activities. There is no formal accounting procedures and policy in place. However, there is a system the ED follows but no documentation exists. There are no record books to indicate any type of journal is being kept. ED explained that all monthly financial statements are prepared through the computer using Quick Books. This was not available for viewing due to the computer being down at the time of the interview. Subsequent follow-up to the computer repair in order to generate information proved futile. Hard copies of the financial reports were only available for some of the months. Monthly financial reporting format has been developed and is sufficient. However, there is no consistency. Furthermore, some balance sheets and monthly statements have two to three months combined as well as duplications. There is no lodgment book but slips indicating lodgments are scattered with other records. Records for the savings and checking accounts were not available for view. Bank statements are not consistent and there is no monthly reconciliation done. Until recently, the ED had the checkbook, but it is now kept with the Treasurer. There is no documentation to indicate request for checks, it is done verbally by the ED to the Chairman, he approves it, and the Treasurer writes the checks. Sometimes check request is done directly to the treasurer and checks written without the approval of any other board members. There are no records of petty cash.

Recommendations: A formal accounting and policy procedure manual that meets FOTS's needs should be developed. This can be done by identifying existing systems and analyze to develop an effective and user-friendly system. This system does not have to be an elaborate system but simply meets the organizations needs at this time. This system would outline all procedures involving financial matters for the FOTS. It is evident that there is no system in place that the ED has been using. It is important to talk with the current ED to get all the information she has in order to capture what she knows in writing. FOTS, particularly the Treasurer, should seek assistance from the OSO to assist in this area.

The computer problem should be resolved and everything backed up electronically and hard copied. Accounting books must be developed. This can be done manually by purchasing books and entering them on a regular basis. The Treasurer can take on this responsibility for now until a system is developed. All monthly financial statements should be prepared for one month per report and not two to three months combined. In addition, monthly statements, balance sheets, and transaction details should be cross-referenced to ensure all information depicted are correct. Monthly bank statements should be reconciled by one person and checked by another. The monthly financial report should be prepared by one person, checked, and authorized by another. This is to ensure separation of duties to ensure accountability. The separation of duties is especially important during disbursement of funds. Check requisition, which states why, to whom, how much, invoices, and supporting documents should

accompany each request with approval by authorized persons before disbursement. (A sample USAID approved check requisition form is available through the OSO)

There should be a petty cash system set up for the office. Operating procedure for the petty cash system should be outlined in the accounting and policy procedure manual. Each petty cash transactions should be accompanied by supporting documents. The ED does not have any operating funds and it is often hard to get checks written and signed and disbursed. Having a petty cash would help the ED if documentation for each petty cash transaction is done and reconciled regularly according to the outlined procedures.

Operating budget should be prepared on an annual basis. By examining income (membership dues collected is a big contribution to the income category) and expenditure from the past and present, an operating budget can be prepared and used. All donations and income should be entered into FOTS financial records and accounted for. FOTS in the next month should prepare a one-year budget with minimum operational cost (it is important to project realistic expenditure), then identify income and other potential funding sources to develop a realistic budget. It is further recommended that the organization analyzes and revises the budget on a regular basis. The Executive body can take on this responsibility with the Treasurer leading the process.

3. Human Resources Development – under this category, the Friends of the Sea scored five (5) out of twenty-five (25) possible.

- **Personnel Policy** – There is no formal human resources development plan. The ED has been left to operate the best she could. There is neither contract nor terms of reference for the ED on record. This was all done verbally. There is no record of the ED's qualifications to uphold this post or personnel information. Recently, the ED, upon request by the Chairman, developed a terms of reference for review by the Board. The Board is still reviewing the terms of reference for the ED. It is not clear as to the Board members' understanding of the roles and responsibilities of the ED. There is no record of any performance evaluation done to date. Verbal communication on the ED's performance is done with the Chairman and the ED, which are not always shared with the Board. The ED has no basis for evaluating her performance and communicating with the Board about this matter. Although the Board supports the ED in performing her duties, there is no record of ED attending any training to improve her capacity as the ED.

Recommendations: Due to the small size of FOTS, developing its human resources development system may seem difficult at this point. However, if a HRD system is in place, the organization can implement them as part of overall organizational strengthening activities. A simple personnel procedures and policy manual, which outlines terms of references, job descriptions and responsibilities, salary and benefits packages, performance evaluation plan, and communication procedures can be developed to suit the organization. All business transactions, particularly in regards to personnel should be documented and kept on file. It is especially important to have documentation on file for contracts for employees or short-term work done on behalf of FOTS. Sample HRD systems can be viewed and adopted if necessary.

The Board needs to clarify the current terms and conditions in which the ED is operating. The ED does not have a contract, terms of reference, and recently not compensated for work done on behalf of the FOTS. The ED has been given responsibilities that could be delegated to some of the Board members. For example, Board members can attend some of the meetings and the Treasurer can handle some of the financial matters. The Board members could take on some of these responsibilities until the ED post is finalized.

4. External Relations – under this category, the Friends of the Sea scored thirteen (13) out of thirty (30) possible.

- **External Programs and Linkages** – The organization is known throughout the Ocho Rios community. FOTS has strong linkages to the private sector. (St. Ann Chamber of Commerce,

JHTA, Tourist Board, Resort Board, and TPDCo) Individual members as well as hotels and commercial entities support FOTS through financial contributions. The membership list developed in August of 1999 indicates one hundred (100) members. Up to September 27, 1999, fifty-five members paid their dues, which range from \$200 to \$10,000. This is a good membership base and the contributions are quite high. However, there is no indication as to the actual collection of the contributions and allocation for its use.

- The FOTS has worked closely with the NRCA to lobby for the Government to declare the Ocho Rios Marine Park. This was accomplished in November of 1999. Other government agencies FOTS worked with are the JTB, TPDCo, and the Resort Board. However, the relationships with other NGOs are very limited. The organization was affiliated with NEST in the past and has no working relationship with STAEPA, an environmental NGO operating at the Parish level. FOTS worked briefly with the EFJ in 1995 and some funding from TPDCo was received in 1998 but overall, no direct experience in handling donor funds.

Recommendations: FOTS should look for ways to strengthen the membership program. There is a good base for expansion, especially at the corporate level. A membership committee can be formed to evaluate current membership status and develop a new strategy to recruit more members and assure payment of dues. This committee could be headed by one of the board members and other members recruited, even outside of the Board.

FOTS should continue to link with organizations operating at the local as well as national level. FOTS should also identify organizations with interest and resources to deal with environmental issues and began collaborating with them. This will maximize available resources as well as developing a working relationship with organizations with similar goals. For example, STAEPA has been working towards environmental education and awareness in the Parish of St. Ann, FOTS should coordinate with them in order to avoid duplication and look for ways to collaborate. In addition, FOTS should look into collaborating with the recently formed Environmental Committee of the St. Ann Chamber of Commerce (SACOC) to maximize impact in the commercial sector.

5. Governance – under this category, the Friends of the Sea scored twenty-three (23) out of fifty (50) possible.

- Board – The board members are nominated and elected at the AGM based on their Articles of Association, which allows up to twelve members on the board. The Executive Board members are also nominated and elected at the board level, which comprises Chairman, Vice-Chairman, Treasurer, and the Secretary. As is, the Executive Director is also a member of the Executive Board. The following are six areas that the Board considered establishing committees:
 - Fund Raising;
 - Merchandising;
 - Infrastructure;
 - Fishing Areas;
 - Marine Park; and
 - Public Education.

The committees did not materialize and the ED carried on many of the responsibilities otherwise should have been for the committees to carry out.

The Articles of Association listed the original board members as:

Ian McKenzie, Sandy Tatham, Jeremy Woodley, Wendy Van Barneverl, PS Gibson, Karen Margaret Chandley signed but was not listed.

The new board, as of July 1999, consists of:

Knocks Everton Bell, Stafford Burrowes (Treasurer), Kathy Byles (Secretary), Jeanne Dixon, PJ Gibson, Barbara Hahn, Prem Mahtani (Chairman), Ian McKenzie, Andrew Reid, Glenda Twell, and Iva Walters.

- Legal Status – The FOTS was incorporated under the Companies Act as a Limited Company on July 27, 1992. The Articles of Association and the Memorandum of Association were available for view.
- Staff Structure – One paid staff, Executive Director, exists. However, there is no documentation as to the appointment of an ED. The current ED stated that she was offered the position in 1993. There are no documentation as to the ED's salary package, job description, and performance evaluation. There has not been a physical office for the FOTS for a while and the ED conducted most of the business from her home. The ED was not compensated for using her home as the FOTS office nor other job related incidentals. There is indication that the ED was compensated for work done as well as some compensations made to Absolute Promotions, which is owned by the ED. There is no contract in place between the FOTS, ED, and Absolute Promotions. The volunteers are encouraged to participate but few volunteers come forward for direct participation. Generally, the Board members offer their assistance when asked by ED or the Chairman.

Recommendations: The Board should review the Articles of Association and the Memorandum of Association in order to have a full understanding of the legal status of the organization. Since its inception, new Board members came on board and some programmatic changes have occurred. It is important for the Board members to be aware of the organization's purpose for existing and evaluate to determine if the original purposes still meet the current needs of the organization. If there are any developments or changed mandates, the organization can develop by-laws to be incorporated into the Articles of Association. For example, the membership dues have been changed from its original amount as stated in the Articles of Association but there are no amendments or by-laws that indicate the changes. In addition, the functions of the Board of Directors outlined in the Articles of Association should be reviewed and determine if it needs any changes or additions.

It is recommended that the Board plan a retreat in the near future to look at the above matters as well as for reorganizing and planning purposes. FOTS should identify areas in which they would like to focus on. They should then prioritize and develop specific and realistic action plans. This can then lead to organizing to develop a five to ten year strategic plan. FOTS should seek assistance from CWIP to help facilitate this process. Furthermore, the organization should plan retreats periodically to ensure that the Board meets for planning on a regular basis.

FOTS should seek assistance from CWIP, particularly the Community Liaison Officer (CLO), to develop plans for board development. Board development activities can assist the board members to assess priority areas for the organization, focus on feasible programs and to evaluate the commitment and capabilities of the board members and paid staff.

The Board should evaluate the current operational situation to determine if a full time Executive Director post is feasible or necessary at this point. This is especially important since the FOTS is having financial difficulties to pay the current ED. If the Board finds it necessary to have an Executive Director on board, then a formal job description with performance evaluation should be prepared with clear terms and conditions. There should always be contracts prepared, approved and signed by all parties for any services rendered. The organization at this point should recruit a person with project design and business management experience to fill this post. This will assist the organization to prepare and move towards functional organization.

FOTS should also keep in mind the assistance they can receive from the US Peace Corps. They often have skilled Peace Corps Volunteers (PCV) who can work with the organization for two to three years to build up organizational capacity as well as expanding the environmental program portfolio. An environmental PCV could also help with the Marine Park management issues the FOTS has for sometime been involved in.

The Membership Committee should also look at how best to recruit volunteers to get involved in FOTS activities. They could develop a skills bank where members' specializing in certain areas can be listed and the FOTS draw upon their skills as needed.

Baseline Score:

Total ranking, conducted between November 3, 1999 through December 8, 1999 for the Friends of the Sea is seventy-six (76) out of two-hundred and ten (210) possible.

(D) ST. ANN ENVIRONMENT PROTECTION ASSOCIATION (STAEPA)

Mission: The St. Ann Environment Protection Association is dedicated to the protection and wise use of natural resources in Jamaica, particularly in St. Ann, through education, advocacy, and environmental conservation activities. STAEPA is a non-profit, non-governmental organization.

Goals:

- Ensure the long-term viability and success of the organization
- To produce tangible results in terms of protecting or enhancing the environment in at least one of the following three areas
 - Wildlife conservation
 - Waste Management
 - Ecosystem Management
- To continue efforts to increase public awareness and positively influence attitudes and behavior with regard to the environment

Organizational Ranking Category

1. Management Capacity – under this category, STAEPA scored twenty-eight (28) out of seventy-five (75) possible.

- **Management Practices** – STAEPA developed a five-year strategic plan with assistance from the wider membership, other organizations, and the donors. However, based on observation, the President seems to carry out most of the responsibilities in regards to STAEPA in all areas. The President prepares reports to the board and encourages the committee heads to report to the board. Financial reports are also done by the President but not on a consistent basis. The financial reports are usually done in relation to specific projects.
- **Operations** – AGM held regularly with financial report prepared by the President with assistance from the Treasurer. The Board meets bi-monthly with recorded minutes. The minutes are also prepared by the President often due to the secretary not having access to a computer to type the minutes. The committees are supposed to meet on the months the board does not meet, but this rarely happens. The President communicates directly to the board members since there is no paid staff to carry out any of the operational duties. The organization does not have any systematic information management. The President keeps all records at her home. There is no formal system to track any of the information for STAEPA. Only the President knows where everything is kept.

Recommendations: A formal administrative system and policy is recommended for STAEPA to develop. This does not have to be an elaborate system but a simple, concise, and workable document to guide the organization to put its administrative system in place. This document can outline reporting procedures, meeting procedures and frequency, information management plan and office management plan. The financial reports in relation to specific projects undertaken are good and should be used as an example to regular reports. Immediately, STAEPA should seek assistance from CWIP's OSO to help analyze current administrative status and help develop a formal system that meets the need of the organization.

2. Financial Management – under this category, STAEPA scored seven (7) out of thirty (30) possible.

- **Accounting and Financial Control** – No audits done to date. No operational budget prepared to date. Some projected budgets prepared only in accordance with specific projects. A short financial guideline exists but no indication of it being followed by either the President or the Treasurer. Records for expenditure and income are kept on file, but there is no system to record

them. New journal books with some attempts by the President to enter data exists. Bankbooks and checks are kept in a box and stored among other financial records at the Presidents house.

Recommendations – A detailed assessment and analysis of the current financial system⁷ done by the OSO should be reviewed and a plan developed to formalize an accounting and policy procedure manual. The guideline developed in 1997 should be used as a basis to further develop more effective and user-friendly system. STAEPA should begin seeking assistance to conduct an audit. There has not been any formal audits done to date but an audit that dates back at least three year should be done. This will ensure accountable closure to previous activities so that the organization can start fresh. STAEPA should seek assistance from an auditing firm or an auditor to assist them to do this as a donation or with partial payment.

In the Articles of Association, page 13, the role of the Treasurer is stated as:
The Treasurer shall be elected from among the Directors, and shall oversee the fiscal affairs of the company.

The Articles of Association further states the conditions for “accounts.” The organization should evaluate both the roles and responsibility of the Treasurer and the conditions specified under “accounts.” Currently, the President does most of the financial transactions with only very minor input from the Treasurer. This should be assessed and a plan developed to get the Treasurer more involved in the financial transactions.

The organization should prepare an annual operating budget. Examining income, expenditure and present operating cost can help in preparation of a realistic operating budget. STAEPA should prepare a one-year budget with minimum operational cost, then identify income and other potential funding sources to develop a realistic budget. Furthermore, the organization should analyze and revise the budget on a regular basis.

3. Human Resources Development – under this category, STAEPA scored five (5) out of twenty-five (25) possible.

- Personnel policy – There is no paid staff. The President of the organization does everything and it is obvious that this has put tremendous amount of pressure both professionally and personally.

Recommendations: The organization at this time does not need a human resources development plan. However, STAEPA should develop a short and workable personnel procedures policy that outlines paid staff position descriptions, salaries, performance evaluations, staff development opportunities, and supervision roles and responsibilities. This can assist the organization to be equipped to deal with future activities. STAEPA should review and evaluate the roles and responsibilities of the Officers of the organization. The Articles of Association, pages 12-13 indicate the Officers’ roles and responsibilities. This can assist in developing job descriptions for paid staff members.

4. External Relations – under this category, STAEPA scored fourteen (14) out of thirty (30) possible.

- External Programs and Linkages – The organization is well known to national organizations such as the Natural Resources Conservation Authority (NRCA), the Jamaica Conservation and Development Trust (JCDDT), the National Environmental Society Trust (NEST), and the Jamaica Environment Trust (JET). STAEPA has forty-five members. This membership list is also used to distribute their newsletters and other information for promotional purposes. The donor agencies such as the Canada Green Fund have supported STAEPA in the past. Currently the Environmental Foundation of Jamaica (EFJ) is supporting a joint project between STAEPA, JET, and NCRPS. The linkages to civic group are strong. Schools, churches and citizens associations often rely on STAEPA to educate them on environmental issues. The linkages to

⁷ Appendix F – STAEPA Financial Assessment and Recommendations

private sector have been limited to seeking donation for specific events. The linkage to the only other local environmental NGO, FOTS is weak.

Recommendations: In order to maximize resources available, STAEPA should establish more direct links with the FOTS and SACOC, the two organizations in the Parish of St. Ann with environmental agendas. The membership drive could use a refinement to ensure increase in paid membership. A committee from the board could be formed to review the current membership and devise a plan for expansion.

5. Governance – under this category, STAEPA scored thirty-three (33) out of fifty (50) possible.

- Board – The board members are nominated and elected at the AGM as outlined in STAEPA's Articles of Association, which allows up to twelve board members with two-year term. The Executive officers are elected at the first board meeting after the AGM. The executive officers are the Executive Director, the Secretary, the President and the Treasurer. As an environmental NGO, STAEPA organized its membership in the following categories:
 - Individual members \$50
 - Organizational members \$100
 - Supporting members \$500 minimum
 - Junior and Senior members \$25

The roles and functions of the executive officers outlined in the Articles of Association are not followed. Currently the President carries out the responsibilities of Officers except signing checks.

The committees exist but are not actively functioning at the moment. The three committees are, Wild life Protection headed by Wendy Lee, Waste Management headed by Frank Lawrence, and Land Management headed by Everton Bell.

Recommendations: The STAEPA Board should revisit their Memorandum of Association and Articles of Association. There have been some changes since the inception and new board members may not understand the full extent of this roles and functions. It is important for the Board members to be aware of the organization's purpose and evaluate to determine if the original purposes still meet the current needs of the organization. If there are any developments or changed mandates, the organization can develop by-laws to be incorporated in the Articles of Association. The roles and functions of the Board of directors outlined in the Articles of Association should be reviewed and determine if it needs any changes or additions.

The STAEPA Board should get together to discuss the above matters as well as overall organizational structure. STAEPA should seek assistance from CWIP's CLO for Board development, reassessing the strategic plan, and to develop short to long-term action plans to strengthen STAEPA.

Baseline Score:

Total ranking, conducted between July 30, 1999 through September 27, 1999 for the STAEPA is eighty seven (87) out of two-hundred and ten (210) possible.

REFERENCES

1. Ocho Rios A Community in Transition, Report of Field Assessment Exercises, July 30, 1999
2. Organizational Ranking System, July 30, 1999
3. Resources for Success, TNC, 1993 Page II-1 – II-9
4. Assessing Organizational Capacity Through Participatory Monitoring and Evaluation, Handbook, PACT, 1996
5. Memorandum and Articles of Association of St. Ann Chamber of Commerce, Revised 26 September 1984.
6. Memorandum of Association and the Articles of Association of Friends of the Sea Limited.
7. Memorandum of Association and the Articles of Association of St. Ann Environment Protection Association.

APPENDIX A

Contact List

St. Ann Chamber of Commerce (SACOC)

Mrs. Stafanie Brown	Executive Director up to September 1999
Miss Peta Goldsmith	Executive Director from November 1999
Miss Roselyn Douglas	Executive Secretary
Miss Angela Stewart	Accounting Clerk
Mrs. Eva Myers	President of the Board
Mr. Dean Clarke	1 st Vice President
Members of the Administration and Finance Committee	

St. Ann Environment Protection Association (STAEPA)

Wendy Lee	President of the Board
IBI Stephenson	Executive Board Member
Frank Lawrence	Executive Board Member
Horace Faith	Board member

Friends of the Sea (FOTS)

Barbara Hahn	Executive Director
Prem Mahtani	Chairman of the Board
Stafford Burrowes	Executive Board Member

APPENDIX B

COASTAL WATER QUALITY IMPROVEMENT PROJECT ORGANIZATIONAL RANKING SYSTEM INTERNAL RANKING RECORD (IRR)

ORGANIZATION	St. Ann Chamber of Commerce (SACOC)		Friends of the Sea (FOTS)		St. Ann Environment Protection Association (STAEPA)	
CATEGORY	Category sub-total	Date Conducted	Category Sub-total	Date Conducted	Category Sub-total	Date Conducted
MANAGEMENT CAPACITY	46 OF 75	July-September 1999	25 OF 75	August-November 1999	28 OF 75	July-August 1999
FINANACIAL MANAGEMENT	20 OF 30		10 OF 30		7 OF 30	
HUMAN RESOURCES DEVELOPMENT	12 OF 25		5 OF 25		5 OF 25	
EXTERNAL RELATIONS	15 OF 30		13 OF 30		14 OF 30	
GOVERNANCE	30 OF 50		23 OF 50		33 OF 50	
TOTAL	123 OF 210		76 OF 210		87 OF 210	

APPENDIX C
ORS Tool for St. Ann Chamber of Commerce (SACOC)

COASTAL WATER QUALITY IMPROVEMENT PROJECT
ORGANIZATIONAL RANKING SYSTEM TOOL (ORST)

Name of Organization St. Ann Chamber of Commerce (SACOC)

Address P.O. Box 40 Pineapple Place Ocho Rios

Phone 974-2629/9289

Fax 974-5202

E-mail stanncham@cwjamaica.com

Measuring Period

Date Conducted July 28, 1999

Contact Person(s) Mrs. Staphanie Brown
Peta Goldsmith

Title Executive Director
Executive Director as of November 1999

Conducting Officer Indeok Oak, OSO

GUIDE/CRITERIA TO NUMBER RANKING				
1	2	3	4	5
Less than basic, very limited, needs immediate improvement	Basic, limited, needs improvement	Functional, some improvement is needed but overall adequate	Good, no major improvement is needed	Very Good, adequate resources and procedures in place

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 1 - MANAGEMENT CAPACITY			
Management Practices	Strategic Plan (cooperative effort between the board and staff, updated on a regular basis)	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Yearly planning held soon after the AGM to get new board members involved in planning activities. ▪ Activities for the new year are planned and executed
	Meet for Regular Planning	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Once per year for overall planning and as needed
	Democratic Decision Making Process	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Board and the Executive Director meet regularly ▪ Admin and finance committee and ED meet and discuss operational issues
	Staff Input in Management Issues	1 2 3 4 5	<ul style="list-style-type: none"> ▪ ED gets input from staff but there is no direct linkages to decisions made and staff input
	Fundraising Activities Planned and Implemented	1 2 3 4 5	<ul style="list-style-type: none"> ▪ One big function for the year ▪ No set amount of fund raising activities ▪ The chairman of the fundraising committee decides how many to hold for the year
	Capacity to Raise Funds	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Awards Dinner held every year can bring up to half million dollars

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 1 - MANAGEMENT CAPACITY			
Management Practices (cont'd)	Financial Sustainability Plan	1 2 3 4 5	<ul style="list-style-type: none"> Do not have long-term plan Financial plans are done yearly
Administrative Systems	Formal Admin System and Policy	1 2 3 4 5	<ul style="list-style-type: none"> No written policy in place
Reporting Mechanisms	Chain of Command (hierarchical structure)	1 2 3 4 5	<div>Board</div> <div>ED</div> <div>Admin and Finance Committee</div> <div>Executive Accounting Clerk Executive Assistant</div>
	Reporting Mechanism to the Board	1 2 3 4 5	<ul style="list-style-type: none"> ED reports to the board monthly
	Financial Reporting Mechanism	1 2 3 4 5	<ul style="list-style-type: none"> Accounting Clerk prepares the reports and the ED approves and forward to the board before their monthly meeting
Operations	Annual General Meeting (AGM) with Annual Financial Report	1 2 3 4 5	<ul style="list-style-type: none"> Regularly held between May – July each year with audited statement
	Regular Board Meetings (recorded minutes)	1 2 3 4 5	<ul style="list-style-type: none"> Once per month (3rd Wed.) with the Executive Secretary taking the minutes Special meetings are called

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 1 - MANAGEMENT CAPACITY			
Operations (cont'd)	Regular Staff Meetings (recorded minutes)	1 2 3 4 5	<ul style="list-style-type: none"> ▪ No set time ▪ Staff meetings are held as issues arise and for the ED to inform the staff as to upcoming events
	Information Management with Record Keeping System	1 2 3 4 5	<ul style="list-style-type: none"> ▪ No formal system in place ▪ Filing cabinets with files that are labeled
CATEGORY 1 SUB-TOTAL		46 OF 75	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 2 – FINANCIAL MANAGEMENT			
Accounting and Financial Control	Audited Statements(audit done annually)	1 2 3 4 5	<ul style="list-style-type: none"> Audited statements by external auditors done yearly before the AGM Was able to view three years back
	Budget Prepared Regularly and Utilized	1 2 3 4 5	<ul style="list-style-type: none"> The budget is finalized at the yearly planning meeting The Admin and Finance Committee works closely with the ED to keep track of monthly expenses and the budget is followed
	Accounting Procedures and Policy	1 2 3 4 5	<ul style="list-style-type: none"> No formal system in place The Accounting Clerk does all the accounting work Sometimes there is no separation of duties
	Petty Cash, Ledger, Cash Book	1 2 3 4 5	<ul style="list-style-type: none"> All in order
	Lodgment Books	1 2 3 4 5	<ul style="list-style-type: none"> All in order
	Journal	1 2 3 4 5	<ul style="list-style-type: none"> All in order
CATEGORY 2 SUB-TOTAL		20 OF 30	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 3 – HUMAN RESOURCES DEVELOPMENT			
Personnel Policy	Human Resources Development Plan	1 2 3 4 5	<ul style="list-style-type: none"> No written policy ED manages the office with input from the Admin and Finance Committee
	Personnel Procedures and Policy (salary, benefits package, and incentives)	1 2 3 4 5	<ul style="list-style-type: none"> No formal policy in place Personnel files with job descriptions and some contracts, they need to be updated No file on ED
	Performance Evaluations (setting annual objectives and review)	1 2 3 4 5	<ul style="list-style-type: none"> No formal policy in place ED conducts oral evaluations and then reported to the Admin and Finance Committee No evaluation of the ED
	Staff Development Program (training opportunities available)	1 2 3 4 5	<ul style="list-style-type: none"> The staff are encouraged to attend training events ED attends training events
	Adequate Supervision (responsibilities are delegated efficiently and effectively, adequate communication, encourage team work)	1 2 3 4 5	<ul style="list-style-type: none"> The staff seemed pleased with the level of supervision by the ED The board members drop by regularly
CATEGORY 3 SUB-TOTAL		12 OF 25	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 4 – EXTERNAL RELATIONS			
External Programs and Linkages	Public Relations Program (the organization is well known through promotion)	1 2 3 4 5	<ul style="list-style-type: none"> PR Committee is responsible for this area Well know to commercial and hotel sectors Not known to surrounding communities
	Relationship with Government Agencies	1 2 3 4 5	<ul style="list-style-type: none"> Works well with the Parish Council, SDC, UDC, JTB, TPDCo, Police, NEPM
	Relationship with Donors	1 2 3 4 5	<ul style="list-style-type: none"> No direct funding from donors Some experience with USAID
	Relationship with NGOs (hold membership and collaborate)	1 2 3 4 5	<ul style="list-style-type: none"> Only linkages to Friends of the Sea (FOTS)
	Relationship with PSOs	1 2 3 4 5	<ul style="list-style-type: none"> Very good with local PSOs Belongs to the Jamaica Chamber of Commerce
	Relationship with CBOs	1 2 3 4 5	<ul style="list-style-type: none"> No direct linkages to CBOs Helps out with the Library and some churches
CATEGORY 4 SUB-TOTAL		15 OF 30	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 5 – GOVERNANCE			
Board	Board Structure (executive board selected based on democratic process)	1 2 3 4 5	<ul style="list-style-type: none"> Nominated and members vote to elect board members at the AGM Officers are elected at the first board meeting after an AGM
	Committees Exist (meet regularly and contribute to the overall objectives)	1 2 3 4 5	<ul style="list-style-type: none"> Seven Committees headed by board members Admin and Finance, Investment and Business Opportunities, Awards, Parish Advisory, Members, Membership and Communication, PR and Social Events, Historical and community relations
	Environmental Committee Exists and Functions	1 2 3 4 5	<ul style="list-style-type: none"> The board is in discussion to form an Environmental Committee In the past, relied on FOTS to deal with environmental matters
	Involvement of the Chairman	1 2 3 4 5	<ul style="list-style-type: none"> Good
	Involvement of Other Board Members	1 2 3 4 5	<ul style="list-style-type: none"> Good
	Articulation of the Mission by the Board	1 2 3 4 5	<ul style="list-style-type: none"> Good
Legal Status	Registered	1 2 3 4 5	<ul style="list-style-type: none"> Registered (See documents)

GROUP	SUB-CATEGORY	RANK	COMMENTS
Staff Structure	Paid Leader (with terms of reference and performance evaluation)	1 2 3 4 5	<ul style="list-style-type: none"> ED's terms of reference is needed No performance evaluation on file
	Other Paid Staff Members (with terms of reference and performance evaluation)	1 2 3 4 5	<ul style="list-style-type: none"> Personnel files Performance evaluation not done regularly
	Volunteers (valued and encouraged by the board and staff)	1 2 3 4 5	<ul style="list-style-type: none"> No direct involvement by volunteers other than the board members Members are called on to assist as need arises
CATEGORY 5 SUB-TOTAL		30 OF 50	
GRAND TOTAL		123 OF 210	

**COASTAL WATER QUALITY IMPROVEMENT PROJECT
ORGANIZATIONAL RANKING SYSTEM
INTERNAL RANKING RECORD (IRR)**

Name of Organization: St. Ann Chamber of Commerce (SACOC)

CATEGORY	RANK AND DATE ORS CONDUCTED							
	CATEGORY SUB-TOTAL	DATE CONDUCTED	CATEGORY SUB-TOTAL	DATE CONDUCTED	CATEGORY SUB-TOTAL	DATE CONDUCTED	CATEGORY SUB-TOTAL	DATE CONDUCTED
MANAGEMENT CAPACITY	46 of 75	July – Sept. 1999						
FINANACIAL MANAGEMENT	20 of 30							
HUMAN RESOURCES DEVELOPMENT	12 of 25							
EXTERNAL RELATIONS	15 of 30							
GOVERNANCE	30 of 50							
TOTAL	123 of 210							

APPENDIX D
ORS Tool for Friends of the Sea (FOTS)

COASTAL WATER QUALITY IMPROVEMENT PROJECT
ORGANIZATIONAL RANKING SYSTEM TOOL (ORST)

Name of Organization Friends of the Sea (FOTS)

Address P.O. Box 327, St. Ann's Bay (Office at Pineapple Place as of Nov.)

Phone 974-6493/8873

Fax 974-6494

E-mail friendsofthesea@hotmail.com

Measuring Period

Date Conducted July through November 1999

Contact Person(s) Barbara Hahn

Title Executive Director

Conducting Officer Indeok Oak, OSO

GUIDE /CRITERIA TO NUMBER RANKING				
1	2	3	4	5
Less than basic, very limited, needs immediate improvement	Basic, limited, needs improvement	Functional, some improvement is needed but overall adequate	Good, no major improvement is needed	Very Good, adequate resources and procedures in place

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 1 - MANAGEMENT CAPACITY			
Management Practices	Strategic Plan (cooperative effort between the board and staff, updated on a regular basis)	1 2 3 4 5	<ul style="list-style-type: none"> Discussions held but no attempts made to develop a long-term strategic plan
	Meet for Regular Planning	1 2 3 4 5	<ul style="list-style-type: none"> Meet for planning only when need arises Meet for special issues or surrounding activities
	Democratic Decision Making Process	1 2 3 4 5	<ul style="list-style-type: none"> Board structure in place but not always applied
	Staff Input in Management Issues	1 2 3 4 5	<ul style="list-style-type: none"> ED has no decision making authority and sometimes there is no room for ED's input
	Fundraising Activities Planned and Implemented	1 2 3 4 5	<ul style="list-style-type: none"> Rely heavily on membership dues and donations In the past fundraising activities were held and funds raised but not much done in the past two
	Capacity to Raise Funds	1 2 3 4 5	<ul style="list-style-type: none"> Board could do more with some help Board members felt that they could be motivated to get more involved
	Financial Sustainability Plan	1 2 3 4 5	<ul style="list-style-type: none"> No long-term plans made No budget prepared on a regular basis Financial plans are only done when need arises

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 1 - MANAGEMENT CAPACITY			
Administrative Systems	Formal Admin System and Policy	1 2 3 4 5	<ul style="list-style-type: none"> No documented system in place ED does everything
Reporting Mechanisms	Chain of Command (hierarchical structure)	1 2 3 4 5	<ul style="list-style-type: none"> See back Matters arising are handled during board meetings and recorded in the minutes
	Reporting Mechanism to the Board	1 2 3 4 5	<ul style="list-style-type: none"> ED prepares monthly reports to the board but not always documented
	Financial Reporting Mechanism	1 2 3 4 5	<ul style="list-style-type: none"> ED prepares monthly financial statements and entered into the computer, hard copies were not available No electronic backups for the computer
Operations	Annual General Meeting (AGM) with Annual Financial Report	1 2 3 4 5	<ul style="list-style-type: none"> The last AGM was held in July 1999, no financial statement or audit done No AGM in 1998, one in May 1997
	Regular Board Meetings (recorded minutes)	1 2 3 4 5	<ul style="list-style-type: none"> No board meeting between September 1997 to April 1999 Minutes are recorded by the ED

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 1 - MANAGEMENT CAPACITY			
Operations (cont'd)	Regular Staff Meetings (recorded minutes)	1 2 3 4 5	<ul style="list-style-type: none"> ED is the only staff Coordinates activities on behalf of FOTS with communication with board members, especially the Chairman
	Information Management with Record Keeping System	1 2 3 4 5	<ul style="list-style-type: none"> No formal record keeping system in place Files are not all in one place
CATEGORY 1 SUB-TOTAL		25 OF 75	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 2 – FINANCIAL MANAGEMENT			
Accounting and Financial Control	Audited Statements(audit done annually)	1 2 3 4 5	<ul style="list-style-type: none"> Audits done for 1994-95, 1995-96, 1996-97
	Budget Prepared Regularly and Utilized	1 2 3 4 5	<ul style="list-style-type: none"> No operational budget prepared Budget is only prepared when taking on special project
	Accounting Procedures and Policy	1 2 3 4 5	<ul style="list-style-type: none"> No formal policy in place ED does everything New Treasurer is unfamiliar with financial matters
	Petty Cash, Ledger, Cash Book	1 2 3 4 5	<ul style="list-style-type: none"> ED does everything No formal system in place but records are kept
	Lodgment Books	1 2 3 4 5	<ul style="list-style-type: none"> Lodgment slips available but not books Bank records are not kept in a locked cabinets
	Journal	1 2 3 4 5	<ul style="list-style-type: none"> No formal system in place Bank statements are handled by ED, not in order
CATEGORY 2 SUB-TOTAL		10 OF 30	<ul style="list-style-type: none"> Request for cheques done verbally, no documentation or approval in writing, ED keeps all financial records Monthly financial records nonexistent due to computer crash and no backup system

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 3 – HUMAN RESOURCES DEVELOPMENT			
Personnel Policy	Human Resources Development Plan	1 2 3 4 5	<ul style="list-style-type: none"> No formal HRD plan
	Personnel Procedures and Policy (salary, benefits package, and incentives)	1 2 3 4 5	<ul style="list-style-type: none"> ED has not been formally appointed No contract signed No qualification information on file No terms of reference
	Performance Evaluations (setting annual objectives and review)	1 2 3 4 5	<ul style="list-style-type: none"> None done up to date ED speaks to the Chairman on issues and the Chairman deals with ED directly
	Staff Development Program (training opportunities available)	1 2 3 4 5	<ul style="list-style-type: none"> ED attends workshops and meeting which are relevant to FOTS, some are training programs
	Adequate Supervision (responsibilities are delegated efficiently and effectively, adequate communication, encourage team work)	1 2 3 4 5	<ul style="list-style-type: none"> ED is basically on her own ED uses her own resources (phone) to communicate on behalf of TOTS and this is not always effective
CATEGORY 3 SUB-TOTAL		5 OF 25	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 4 - EXTERNAL RELATIONS			
External Programs and Linkages	Public Relations Program (the organization is well known through promotion)	1 2 3 4 5	<ul style="list-style-type: none"> Hotels, commercial and tourism sectors know FOTS very well and supports them
	Relationship with Government Agencies	1 2 3 4 5	<ul style="list-style-type: none"> TPDCo gave some funds to FOTS RCA-lobby to get the Ocho Rios Marine Park declared
	Relationship with Donors	1 2 3 4 5	<ul style="list-style-type: none"> Worked briefly with EFJ in 1995 No direct donor funding experience
	Relationship with NGOs (hold membership and collaborate)	1 2 3 4 5	<ul style="list-style-type: none"> Affiliated to NEST Linkage with STAEPa very weak
	Relationship with PSOs	1 2 3 4 5	<ul style="list-style-type: none"> Hotels, commercial establishments and tourism based groups are main supporters of FOTS and strong support from the SACOC
	Relationship with CBOs	1 2 3 4 5	<ul style="list-style-type: none"> Not known in surrounding communities Has worked with Fishing groups although the Fishing groups claims that they do not know FOTS
CATEGORY 4 SUB-TOTAL		13 OF 30	<ul style="list-style-type: none"> Most of the external organizations do not know or are unclear as to what FOTS really is about. They only know that it is an environmental organization.

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 5 – GOVERNANCE			
Board	Board Structure (executive board selected based on democratic process)	1 2 3 4 5	<ul style="list-style-type: none"> Nominated and elected at the AGM Although the board does not have a functioning Executive body, they have the Chairman, Vice-Chair, Treasurer and Secretary
	Committees Exist (meet regularly and contribute to the overall objectives)	1 2 3 4 5	<ul style="list-style-type: none"> Suggested committees exist but were never formalized Fund Raising, Public Ed, Merchandising, Marine Park, Infrastructure, Fishing
	Environmental Committee Exists and Functions	1 2 3 4 5	<ul style="list-style-type: none"> ENGO
	Involvement of the Chairman	1 2 3 4 5	<ul style="list-style-type: none"> ED does most of the work on behalf of the FOTS Chairman is sometimes too busy, but there is renewed commitment
	Involvement of Other Board Members	1 2 3 4 5	<ul style="list-style-type: none"> Varies with persons but overall they rely on ED to do all the work
	Articulation of the Mission by the Board	1 2 3 4 5	<ul style="list-style-type: none"> Three board members all expressed that the FOTS is to protect the marine environment through lobbying and education
Legal Status	Registered	1 2 3 4 5	<ul style="list-style-type: none"> July 1992

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 5 – GOVERNANCE			
Staff Structure	Paid Leader (with terms of reference and performance evaluation)	1 2 3 4 5	<ul style="list-style-type: none"> ED appointed (verbally) in 1993 (was a board member before) No contract, terms of reference, performance evaluation ED until recently worked out of her home without much compensation
	Other Paid Staff Members (with terms of reference and performance evaluation)	1 2 3 4 5	<ul style="list-style-type: none"> No other paid staff
	Volunteers (valued and encouraged by the board and staff)	1 2 3 4 5	<ul style="list-style-type: none"> Not many volunteers Board has not tried to get active participation from volunteers
CATEGORY 5 SUB-TOTAL		23 OF 50	
GRAND TOTAL		76 OF 210	

**COASTAL WATER QUALITY IMPROVEMENT PROJECT
ORGANIZATIONAL RANKING SYSTEM
INTERNAL RANKING RECORD (IRR)**

Name of Organization: Friends of the Sea (FOTS)

CATEGORY	RANK AND DATE ORS CONDUCTED							
	CATEGORY SUB -TOTAL	DATE CONDUCTED	CATEGORY SUB -TOTAL	DATE CONDUCTED	CATEGORY SUB -TOTAL	DATE CONDUCTED	CATEGORY SUB -TOTAL	DATE CONDUCTED
MANAGEMENT CAPACITY	25 of 75	Aug. – Nov. 1999						
FINANACIAL MANAGEMENT	10 of 30							
HUMAN RESOURCES DEVELOPMENT	5 of 25							
EXTERNAL RELATIONS	13 of 30							
GOVERNANCE	23 of 50							
TOTAL	76 of 210							

APPENDIX E
ORS Tool for St. Ann Environment Protection Association (STAEPA)

COASTAL WATER QUALITY IMPROVEMENT PROJECT
ORGANIZATIONAL RANKING SYSTEM TOOL (ORST)

Name of Organization St. Ann Environment Protection Association (STAEPA)

Address P.O. Box 212 Runaway Bay, St. Ann

Phone 973-4305

Fax 973-4305

E-mail 7oaks@infochan.com

Measuring Period

Date Conducted 30/7/99

Contact Person(s) Wendy Lee

Title President

Conducting Officer Indeok Oak, OSO

GUIDE /CRITERIA TO NUMBER RANKING				
1	2	3	4	5
Less than basic, very limited, needs immediate improvement	Basic, limited, needs improvement	Functional, some improvement is needed but overall adequate	Good, no major improvement is needed	Very Good, adequate resources and procedures in place

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 1 - MANAGEMENT CAPACITY			
Management Practices	Strategic Plan (cooperative effort between the board and staff, updated on a regular basis)	1 2 3 4 5	<ul style="list-style-type: none"> 5-year strategic plan developed with help from NEST The board was involved in the development process but nothing much as been followed up since the development of the plan
	Meet for Regular Planning	1 2 3 4 5	<ul style="list-style-type: none"> Gather wider membership input during the AGM which they try to hold annually but not always the case Meet at least five time per year for planning purposes, usually related to projects
	Democratic Decision Making Process	1 2 3 4 5	<ul style="list-style-type: none"> President often makes the decisions with input from the board when possible, and reports
	Staff Input in Management Issues	1 2 3 4 5	<ul style="list-style-type: none"> No paid staff
	Fundraising Activities Planned and Implemented	1 2 3 4 5	<ul style="list-style-type: none"> The board is making an effort but no much took place in the past
	Capacity to Raise Funds	1 2 3 4 5	<ul style="list-style-type: none"> Provided with some resources, the organization has the commitment to raise funds
	Financial Sustainability Plan	1 2 3 4 5	<ul style="list-style-type: none"> None developed but discussions held are planning to develop one soon
Administrative Systems	Formal Admin System and Policy	1 2 3 4 5	<ul style="list-style-type: none"> None documented

GROUP	SUB-CATEGORY	RANK	COMMENTS
Reporting Mechanisms	Chain of Command (hierarchical structure)	1 2 3 4 5	Board Executive President Membership Other organizations Donor agencies
	Reporting Mechanism to the Board	1 2 3 4 5	<ul style="list-style-type: none"> President reports to the board The committees are supposed to report to the board as well but the President ends up doing it
	Financial Reporting Mechanism	1 2 3 4 5	<ul style="list-style-type: none"> The President prepares the financial reports associated with projects and are given to the board
Operations	Annual General Meeting (AGM) with Annual Financial Report	1 2 3 4 5	<ul style="list-style-type: none"> AGM held regularly with financial statement prepared by the President No external audited statements
	Regular Board Meetings (recorded minutes)	1 2 3 4 5	<ul style="list-style-type: none"> Meet bimonthly Committees are to meet during the months the board does not meet but does not often happen
	Regular Staff Meetings (recorded minutes)	1 2 3 4 5	<ul style="list-style-type: none"> No paid staff President communicates with the board
	Information Management with Record Keeping System	1 2 3 4 5	<ul style="list-style-type: none"> The President keeps all records at her home No formal system in place but the President has a system she uses
CATEGORY 1 SUB-TOTAL		28 OF 75	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 2 – FINANCIAL MANAGEMENT			
Accounting and Financial Control	Audited Statements(audit done annually)	1 2 3 4 5	<ul style="list-style-type: none"> No external audits done to date
	Budget Prepared Regularly and Utilized	1 2 3 4 5	<ul style="list-style-type: none"> No operational budget prepared but project budgets are prepared well
	Accounting Procedures and Policy	1 2 3 4 5	<ul style="list-style-type: none"> One page written policy guideline developed but has not been used
	Petty Cash, Ledger, Cash Book	1 2 3 4 5	<ul style="list-style-type: none"> There are records for expenditure and income on files but are not recorded into books
	Lodgment Books	1 2 3 4 5	<ul style="list-style-type: none"> Needs to be updated
	Journal	1 2 3 4 5	<ul style="list-style-type: none"> New books purchased but recording has not been done yet
CATEGORY 2 SUB-TOTAL		7 OF 30	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 3 – HUMAN RESOURCES DEVELOPMENT			
Personnel Policy	Human Resources Development Plan	1 2 3 4 5	<ul style="list-style-type: none"> No paid staff The President does everything
	Personnel Procedures and Policy (salary, benefits package, and incentives)	1 2 3 4 5	<ul style="list-style-type: none"> The President is working on it
	Performance Evaluations (setting annual objectives and review)	1 2 3 4 5	
	Staff Development Program (training opportunities available)	1 2 3 4 5	
	Adequate Supervision (responsibilities are delegated efficiently and effectively, adequate communication, encourage team work)	1 2 3 4 5	
CATEGORY 3 SUB-TOTAL		5 OF 25	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 4 - EXTERNAL RELATIONS			
External Programs and Linkages	Public Relations Program (the organization is well known through promotion)	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Mailing list for newsletter and other information ▪ Are well connected to schools in the Parish of St. Ann ▪ Promotions are limited due to lack of funds
	Relationship with Government Agencies	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Works well with NRCA (Environmental Wardens), RADA, Parish Council, TPDCo, SDC
	Relationship with Donors	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Canada Green Fund ▪ EFJ-Joint funding with JET and NCRPS
	Relationship with NGOs (hold membership and collaborate)	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Worked with NEST, JCDT, JET ▪ Poor linkage with the local ENGO, FOTS
	Relationship with PSOs	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Donations are given by the PSOs
	Relationship with CBOs	1 2 3 4 5	<ul style="list-style-type: none"> ▪ Well known throughout the communities ▪ Churches, 4H Clubs, Girl Guide, Schools, Youth Clubs
CATEGORY 4 SUB-TOTAL		14 OF 30	

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 5 – GOVERNANCE			
Board	Board Structure (executive board selected based on democratic process)	1 2 3 4 5	<ul style="list-style-type: none"> Board members are elected at the AGM Officers are elected at the first board meeting after the AGM
	Committees Exist (meet regularly and contribute to the overall objectives)	1 2 3 4 5	<ul style="list-style-type: none"> Do not meet regularly
	Environmental Committee Exists and Functions	1 2 3 4 5	<ul style="list-style-type: none"> ENGO
	Involvement of the Chairman	1 2 3 4 5	<ul style="list-style-type: none"> The board felt that the President is very committed to the organizations May do too much
	Involvement of Other Board Members	1 2 3 4 5	<ul style="list-style-type: none"> Committed but direct involvement is lacking
	Articulation of the Mission by the Board	1 2 3 4 5	<ul style="list-style-type: none"> Everyone address the STAEPAs priority is in environmental awareness and education
Legal Status	Registered	1 2 3 4 5	<ul style="list-style-type: none"> Registered in 1995 as limited liability company

GROUP	SUB-CATEGORY	RANK	COMMENTS
CATEGORY 5 – GOVERNANCE			
Staff Structure	Paid Leader (with terms of reference and performance evaluation)	1 2 3 4 5	▪ No paid leader
	Other Paid Staff Members (with terms of reference and performance evaluation)	1 2 3 4 5	▪ No paid staff
	Volunteers (valued and encouraged by the board and staff)	1 2 3 4 5	▪ Good level of volunteers, especially in relation to specific events
CATEGORY 5 SUB-TOTAL		33 OF 50	
GRAND TOTAL		87 OF 210	

**COASTAL WATER QUALITY IMPROVEMENT PROJECT
ORGANIZATIONAL RANKING SYSTEM
INTERNAL RANKING RECORD (IRR)**

Name of Organization: St. Ann Environment Protection Association (STAEPA)

CATEGORY	RANK AND DATE ORS CONDUCTED							
	CATEGORY SUB-TOTAL	DATE CONDUCTED	CATEGORY SUB-TOTAL	DATE CONDUCTED	CATEGORY SUB-TOTAL	DATE CONDUCTED	CATEGORY SUB-TOTAL	DATE CONDUCTED
MANAGEMENT CAPACITY	28 of 75	July – Aug. 1999						
FINANACIAL MANAGEMENT	7 of 30							
HUMAN RESOURCES DEVELOPMENT	5 of 25							
EXTERNAL RELATIONS	14 of 30							
GOVERNANCE	33 of 50							
TOTAL	87 of 210							

APPENDIX F
STAEPa Financial Assessment and

STAEPa
Financial Assessment and Recommendations

Category	Assessment	Immediate Recommendation	Long-term Recommendation
Staffing and Functions	No paid staff	Evaluate the need for paid staff and the functions based on current operations and any future plans	A personnel policy manual can be developed to assist in staff functions. OSO can help in this area.
	PCV who worked on financial management did not work out	Do not discount seeking a new PCV. Look into a PCV with some environmental management or educational background to assist with STAEPa.	This will assist when implementing the environmental education program with CWIP
	President works on all financial related matters except signing checks	The President should delegate more financial responsibilities to the Treasurer. Help him to get familiarized in the current financial operations and assist him to make a plan as to his involvement.	CWIP can assist in developing an accounting manual, which will outline STAEPa's financial operations and guide the Treasurer and the organization in better financial management.
	The Treasurer and one other board members signs checks		It is good to have at least four signatories and two out of the four sign on checks.

Category	Assessment	Immediate Recommendation	Long-term Recommendation
Staffing and Functions (cont'd)	Projects undertaken did not have any core funding for the organization	Evaluate projects STAEPa will undertake in the near future to find out exactly how much work it will entail and how much it will cost before taking them on. Then, only take on those projects that are feasible.	Long-term financial sustainability plan should be made and look for ways to implement them so that STAEPa does not have to rely on projects for core funding.
	Recently funded EFJ project between STAEPa, JET, and NCRPS has some core funding, and this is paying the President to work on this project	Good opportunity for STAEPa to leverage funding until more long-term financial sustainability plans are implemented.	
	Delegation of workload seems to be a problem as stated by the President that everything ends up in her lap anyway	Develop a plan of action for delegation of workload and to whom, then follow-up with some training and assistance for those responsible.	This will support long-term sustainability of voluntary organizations to utilize their human resources more effectively.
Accounting Records	No chart of accounts	See OSO for help in this area	
	Journal entries are not done	See OSO for help in this area. Talk to DBML, Mrs. June Lawrence for access to their system, so that STAEPa can begin this process	Look into developing a computerized system. Accounting software and training will be needed.

Category	Assessment	Immediate Recommendation	Long-term Recommendation
Accounting Records (cont')	Cash book, analysis book, record book exists but are empty	See OSO for help in this area. Talk to DBML, Mrs. June Lawrence for access to their system, so that STAEPa can begin this process. DBML has a good manual system that works for them and STAEPa may be able to use the same system. The President should get the Treasurer involved in this venture.	
	Accounts are done based on projects, Wildlife Day Expenses are filled out correctly and accounted for	This is very well done and should be followed for all other projects STAEPa undertakes.	
	Membership list is in place with record of paid members	Good	
	Computerized program informal	See OSO for help in this area.	
	President keeps all records at her home	See OSO for help in this area. A simple information management system can be developed to meet STAEPa's current needs.	A formal information system can be developed and implemented.

Category	Assessment	Immediate Recommendation	Long-term Recommendation
Bank Accounts	NCB bank in Browns Town used with two separate accounts each with savings and checking (general and education)	Good	The bank books should be locked away
	Three signatories with two out of the three required for each check		Try to get at least four signatories. This helps when trying to get two persons to sign and it is hard to find them or some are out of town.
	No check requisition form	Sample USAID approved check requisition format can be obtained from OSO	STAEPa can develop one that meets requirements and use them each time a check is prepared.
Cash Receipts	Deposit books with record of each transaction	Good. These should be kept locked.	
	Receipt books are evident	Good. Need to be filed and locked.	
	Invoice books are labeled with its use	Good. Need to be filed and locked.	

Category	Assessment	Immediate Recommendation	Long-term Recommendation
Check Disbursement	Sample of check requisition exists but does not have approval by authorized persons	Sample USAID approved check requisition format can be obtained from OSO. This form makes provision for signatures for persons who prepare, authorize, and receive the check.	
	Monthly bank statement are kept on file	Separate file should be kept for each bank account. Monthly reconciliation should be done and kept together with the bank statements.	
Payroll	No paid staff		If STAPA hires staff members in the future, payroll system should be in place. DBML can help with this.
	The President often does work on behalf of STAEPA but does not get reimbursed	This should be clarified between the President and the Board.	Terms of reference should assist in this process
	Incidentals are not reimbursed	All invoices and receipts should be submitted within reasonable time for reimbursement. Petty cash system may help to take care of up to \$2000.00 or there about.	The correct procedure for reimbursement should be incorporated into a formal admin policy

Category	Assessment	Immediate Recommendation	Long-term Recommendation
Procurement and Purchasing	Only small items have been purchased under specific projects	All non-perishable items should be listed under inventory.	
	No inventory list	Develop an inventory system. See OSO for help in this area.	
Segregation of Duties	President prepares checks and gets at least two of the three members signatures	The person who prepares the check should not sign the check but someone else should authorize and sign.	
	Reconciliation of each months bank statements are not done	If the Treasurer does not prepare the reconciliation, he should always check and sign off on them. If he prepares them, then someone else should check and sign off on them. This should be done regularly.	A person should be designated to pick up bank statements from the bank instead of having the bank mail them out. This way, the statements are picked up and reconciled regularly.
	The Treasurer sometimes does banking	Ensure separation of duties.	
Personnel Files	Board members profiles with terms of reference updated every year by the board		This should be reviewed and evaluated and revised regularly.

Category	Assessment	Immediate Recommendation	Long-term Recommendation
Audit	No external audits done to date	Begin organizing all financial papers for an external audit. The board members should seek assistance from an accountant or a firm to do an audit for STAPA as a donation or at a discounted price. The last three years should be done.	Annual audits should be done and presented to the members at the AGM. Chartered accountants or a firm can do simple audits for small organizations. Seek assistance from the board and membership in obtaining someone to do this for STAEPa at a discounted rate.
Budget	No general budget prepared	Prepare an operating budget for one year with minimum operational costs. Look at past expenditures to help in developing a realistic budget.	
	Project related budgets prepared and followed	This should guide in preparing an operating budget for STAEPa.	
Vouchers	Payment vouchers are not always prepared	Payment vouchers are a must for all payables. The USAID approved check requisition form should help.	

